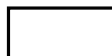


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*20015*

SFA-DD/S  
TD-02  
BJS



11 February 1964

25X1

1. Attached are copies of the memo and accompanying staff study on "Recruitment of Young Officers" which the ID/S submitted to the DDCI 13 January 1964.

2. As you were informed last week, General Carter returned the memo with the note:

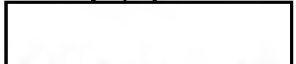
"I agree -- let's expedite views of components and unless proven wrong, get on with it."

3. When he responds to the DDCI, Col. White would like, in addition to reporting the views of the Deputy Directors, to submit the detailed plans of the four Support Offices concerned with implementing the proposals in the attached papers.

4. You will note that the ID/S is to reply by 1 March! It will be appreciated if your plan can be supplied several days in advance of that date.

Attachments:

Memo dtd 13 Jan 64 to DDCI fr DD/S,  
subj: "Recruitment of Young Officers"  
(DD/S 64-0136)  
Staff Study regarding Recruitment of  
Young Officers

*651*  
  
Special Planning Assistant  
to ID/S

25X1

Attachments: A/S

Distribution:

- 0 - D/OTR
- 1 - D/Pers
- 1 - D/Sec
- 1 - C/Medical Staff
- 1 - SFA-DD/S & DD/S Subject w/atts
- 1 - C/PRS/OP
- 1 - DD/S Chrono

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Director of Personnel

5 E 56 Headquarters

*Leads 15*

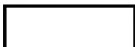
Please note General Carter's comment on the attached routing slip. Colonel White understands that you have submitted this paper to the Deputy Directors for their consideration. He requests that you obtain their views as soon as possible in order that we may implement the approval to increase recruitment objectives for the JOT Program from 150 to 225.

*JOT*  
VRT

Executive Officer to the  
Deputy Director for Support

30 JAN 1964

STAT 7 D 24 Headquarters



EO-DD/S:VRT:maq (30 Jan 64)

Distribution:

- Orig - D/Pers w/O of DD/S 64-0136 w/o att
- 1 - DD/S Subject w/ccy of DD/S 64-0136 w/att
- 1 - DD/S Chrono

DD/S 64-0136: Memo dtd 13 Jan 64 to DDCI fm L. K. White, subj: Recruitment of Young Officers

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COPY

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SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
CENTRAL INTELLIGENCE AGENCY <b>OFFICIAL ROUTING SLIP</b>			
TO	NAME AND ADDRESS	DATE	INITIALS
1	Executive Director 1/13	1/17	s/LBK
2	DDCI 1/18	1/24	s/MSCH
3	DDS		
4			
5			
6			
	ACTION	DIRECT REPLY	PREPARE REPLY
	APPROVAL	DISPATCH	RECOMMENDATION
	COMMENT	FILE	RETURN
	CONCURRENCE	INFORMATION	SIGNATURE
<b>Remarks:</b> <p>h/w by ExDir to DDCI: "I recommend you read this for background info, We will go up to 225 JOTs as I believe this essential for the future, and we can accomodate it within the economy drive. s/LBK"</p> <p style="text-align: right;">1/22/64</p> <p>h/w by DDCI to ExDir: "I agree - let's expedite views of components and unless proven wrong, get on with it - "</p>			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.			DATE

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DDI 04-0130

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REGISTRY

FILE *Personnel 15*

13 JAN 1964

**MEMORANDUM FOR: Deputy Director of Central Intelligence**

**SUBJECT : Recruitment of Young Officers**

1. The attached study of the objectives for recruitment which will insure the Agency an appropriate input of young officer personnel has been in progress for some time and recapitulates a series of studies examining various aspects of the Agency's manpower which surfaced the need to correct a serious and worsening shortage of young officers.

2. This study has been referred to the Deputy Directors for their consideration; however, since important and far-reaching decisions are now being made about the Agency personnel ceiling, I am sending this along without their comments. In my judgment, it is extremely important that we not sacrifice long-range principles of sound personnel development for short-range administrative expediences to accommodate personnel ceiling statistics at the end of a given fiscal year. If the Army has to cut back its military strength, it doesn't do so by eliminating West Point.

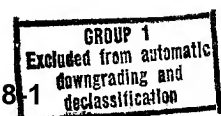
3. The study concludes that, even though total on-duty strength exceeds current ceiling limitations, the Agency has a substantial deficit in staff personnel in grades GS-09 through GS-12. There is also an imbalance in the age distribution of professionals evidenced by a concentration in the age range of 35 through 49 and a marked shortage of younger officers. These conditions exist in most career services and are the result of long-standing practices. In order to correct this situation and to ensure a continuing input of young officers sufficient for Agency needs, responsibility for a greater portion of recruitment in this area should be placed in the Junior Officer Trainee Program. The long-range implications of this need are fundamental and call for prompt action in spite of any complications it might raise in the current management of personnel ceiling restrictions.

4. I believe that this study is worth our most serious attention at this time and recommend that notwithstanding other manpower problems, the general conclusions of the study be accepted and that:

a. The annual recruitment objectives for the JOT Program be increased effective 1 July 1964 from 150 to 225.

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b. The ceiling authorization for the JOT Program be increased from 215 to 290 effective 1 July 1964 and then to 315 effective 1 July 1965 with appropriate adjustments in its Fiscal Year 1965 and Fiscal Year 1966 budget allotments to accommodate these increases.

c. The Deputy Director for Support be instructed to prepare by 1 March 1964 a report detailing plans of the Offices of Personnel, Security and Training and the Medical Staff for implementing these new JOT Program recruitment objectives.

Signed

L. K. White  
Deputy Director  
for Support

**Attachment:**

Staff Study regarding Recruitment  
of Young Officers

**Distribution:**

O - Addressee (Return to DD/S) w/att  
1 - ER w/att  
1 - DD/S Chrono w/o att  
1 - DD/S Subject w/att  
1 - D/Pers w/att  
1 - C/PRS w/att  
1 - C/JOTIP w/att (30 JAN 64)  
OP/PRS [ ] (20 Dec 63)  
Rewritten:DD/S:LKW:fp

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TRANSMITTAL SLIP		DATE
TO: <b>Ex off/DDS</b>		
ROOM NO.	BUILDING	
REMARKS:		
Mr. <span style="border: 1px solid black; display: inline-block; width: 60px; height: 20px; vertical-align: middle;"></span>	When Mr. Echols saw Colonel White yesterday, Colonel White said that we should send this up immediately without waiting for the comments of the DD's.  <i>Bentley</i>	
FROM: <b>ExAsst/DPers</b>		
ROOM NO.	BUILDING	EXTENSION

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Approved For Release 2002/08/14 : CIA-RDP84-00780R000500090018-1

TRANSMITTAL SLIP		DATE
TO: Colonel White		
ROOM NO.	BUILDING	
REMARKS:		
<p>Eck feels that because he has submitted this paper to the Deputy Directors for comment prior to formal submission he should not sign the paper at this time. I understand he also has some question about proposing three JOT classes annually. I believe that the paper will have little effect if it is sent forward unsigned but have agreed to take this question up with you before asking for Eck's signature.</p> <p style="text-align: right;">V.T. VRT</p>		
FROM:		
ROOM NO.	BUILDING	EXTENSION

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UNCLASSIFIED		CONFIDENTIAL	
CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	DATE	INITIALS
1	Deputy Director for Support 7D-18 HQ		
2	Executive Director 7E-12 HQ		
3			
4			
5			
6			
ACTION		DIRECT REPLY	PREPARE REPLY
APPROVAL		DISPATCH	RECOMMENDATION
COMMENT		FILE	RETURN
CONCURRENCE		INFORMATION	SIGNATURE
<b>Remarks:</b> The attached paper, which was developed prior to recent ceiling announcements, has been referred to the Deputy Directors and the Director of Budget, Program Analysis, and Manpower for comment prior to its formal submission. However, we believe it should come to your immediate attention in connection with the urgent need for a prompt decision as to the size of the next two JOT classes.			
FOLD HERE TO RETURN TO SEN			
FROM: NAME, ADDRESS AND PHONE NO.			
Director of Personnel 5E-56 HQ		10/1/64	

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DD/S 44-0136

Approved For Release 2002/08/14 : CIA-RDP84-00780R000500090018-1

MEMORANDUM FOR: Executive Director-Comptroller  
THROUGH : Deputy Director for Support  
SUBJECT : Recruitment of Young Officers

1. This memorandum submits a recommendation for your approval: this recommendation is contained in paragraph 4.

2. The attached paper recapitulates a series of studies examining various aspects of the Agency's manpower which surfaced the need to correct a serious and worsening shortage of young officers.

3. The study concludes that, even though total on-duty strength exceeds current ceiling limitations, the Agency has a substantial deficit in staff personnel in grades GS-9 through GS-12. There is also an imbalance in the age distribution of professionals evidenced by a concentration in the age range 35 through 49 and a marked shortage of younger officers. These conditions exist in most career services and are the result of long-standing practices. In order to correct this situation and to ensure a continuing input of young officers sufficient for Agency needs, responsibility for a greater portion of recruitment in this area should be placed in the JOT/Program. The long-range implications of this need are fundamental and call for prompt action in spite of any complications it might raise in the current management of personnel ceiling restrictions.

4. It is recommended that the general conclusions above be accepted and that:

a. the annual recruitment objectives for the JOT/Program be increased effective 1 July 1964 from 150 to 225.

b. the ceiling authorization for the JOT/Program be increased from 215 to 290 effective 1 July 1964 and then to 315 effective 1 July 1965 with appropriate adjustments in its FY '65 and '66 budget allotments to accommodate these increases.

c. the Offices of Training, Personnel, Security, and the Medical Staff be instructed to submit to the DD/S no later than 1 March 1964 a coordinated report detailing their plans for implementing these new JOT recruitment objectives and including a mechanism to enable Operating Components to participate in the selection of JOT's.

Attachment:  
Staff Study

Emmett D. Echols  
Director of Personnel

The recommendations in paragraph 4 are approved.

Lyman B. Kirkpatrick  
Executive Director-Comptroller

Date

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- 1 - ER w/att
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- 2 - D/Pers w/att (1 Stayback)
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25X1 OP/PRS:  laj (20 Dec 63)

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Approved For Release 2002/08/14 : CIA-RDP84-00780R000500090018-1

### 1. THE PROBLEM

To establish program objectives for recruitment which will ensure the Agency an appropriate input of young officer personnel.

### 2. BACKGROUND

During the past six months the Office of Personnel has conducted a series of statistical studies examining various aspects of the Agency's manpower. The studies have concentrated on the size, composition, and certain other characteristics of CIA's professional staff, including: (a) its age distribution, (b) our sources of new professionals, and (c) the extent to which professional positions throughout the Agency are "encumbered" by employees who have not yet attained professional rank.

As successive studies in this series were completed, it has become increasingly clear that for some years CIA has been hiring too few young officers to meet its professional staffing requirements (and has been compensating for this by "over recruiting" clerical and other junior employees, many of whom "encumber" lower "professional" slots and yet fail ever to reach full productivity at the GS-9 level). The full dimensions of this "deficit" in professionally qualified officers cannot be ascertained precisely until: (a) current T/O's and grade authorizations are examined and revalidated (as requested by the Comptroller in memos to the Deputy Directors 15 October 1963), and (b) a more complete assessment can be made of the professional potential of junior personnel now on duty. However, sufficient evidence is already at hand to make it obvious that at least some preliminary action must be taken now to reverse the trend in our professional staffing practices and to rectify the more serious aspects of this problem. Accordingly, this paper has been drafted to recapitulate the key points in recent personnel studies and to recommend at least an interim course of action with respect to the recruitment of young officer personnel.

### 3. DEFINITIONS

a. The term "young officer" embraces employees 20-35 years of age, in grades GS-5 through GS-10, who are required to meet professional qualification standards, perform jobs of a professional nature (as determined by actual duties), and are considered to possess the potential for substantial development and advancement in professional career fields.

b. "Professional" as used in this paper is a somewhat loose term lacking, as it does in most Agency components, any really precise definition. When a sharp distinction is important, the paper differentiates "professional" and "non-professional" jobs on the basis of their duties and the qualifications required of incumbents. In other situations, the simple expedient is followed of calling people and jobs "professional" if GS-9 or above, and "non-professional" if below that level. Such an expedient is not illogical since more than 95% of CIA's professional jobs (as determined by individual job analysis) are GS-9 and above, while fewer than 5% of its clerical jobs are in that range. Similarly, the experience and training requirements applied to "technical" personnel in Communications and elsewhere make it not unreasonable to consider those GS-9 and above as "professionals", and those in lower grades as "non-professionals."

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4. ASSUMPTIONS

During the next five years:

a. CIA's over-all staffing requirements for personnel in grades GS-9 and above will remain near present levels, but in any case will not decrease substantially.

b. attrition among personnel in grades GS-9 and above will continue at about the same rate as in the past five years. (See TAB F)

5. FACTS

a. CIA's position control register of 31 October 1963 showed  fewer staff personnel on duty in grades GS-9 and above than there were positions authorized in those grades. (About 11% of this shortage was offset by military personnel on detail to the Agency, 169 of whom encumbered GS positions at or above grade 9.)

25X9

b. Yet on 31 October 1963 over-all Agency personnel strength was within 197 of approved personnel ceiling. (TAB A shows how the large "deficit" of employees in grades GS-9 and above was offset by a "surplus" of employees below that grade level.)

c. During the last five fiscal years (30 June 1958 - 30 June 1963), the number of Agency positions graded GS-9 and above increased  while on-duty personnel strength in these grades increased only 306.

25X9

d. At the same time (FY '59 - '63), because of promotions and attrition, the composition of the GS-9 through 12 grade group changed by:

(1) a net loss of 458, and

(2) a decrease of 36% (902) in the numbers of employees under age 35. (See TAB B)

e. The proportion of professional employees under age 30 dropped even more sharply than those under age 35 during the past five years. In this period the "under 30" professionals had a net loss of 380, and a decrease of almost 44% in the number of professional employees under age 30. (See TAB C)

f. As of 31 December 1962, 64% of Agency staff employees in grades GS-9 and above (minus those in the Office of Communications) were between the ages of 35 and 49. (See TAB D) By age groups, they were distributed thusly:

<u>AGE</u>	<u>NUMBER</u>	<u>PERCENT</u>
over 50	<input type="text"/>	15%
35-49		64%
30-34		15%
under 30		6%

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g. The over-all Agency "headroom" in grades GS-9 through 12 was statistically sufficient on 30 June 1963 to accommodate one grade promotions for:

- (1) 99% of all employees now in grade GS-11
- (2) all GS-10's
- (3) 88% of all GS-9's
- (4) all GS-8's
- (5) 62% of all GS-7's (See TAB E)

## 6. DISCUSSION

### a. Considerations in Staffing Professional Positions

The Heads of Career Services are responsible for determining the professional staffing requirements and planning the proper input of young officers and other professional personnel to meet anticipated long-term requirements and designed to maintain the proper composition and balance of professional staffs in the face of anticipated losses and other changes.

Career Services have three sources of professional staff members:

- (1) internal promotion of junior professional and non-professional employees (i.e., from GS-8 to 9);
- (2) transfer of professionals from other Agency components, particularly the JOT/Program;
- (3) outside recruitment.

The proportionate input from each of these sources must be planned in every case to meet the particular needs of the Career Service involved. However, the process is not without a certain amount of guidance based on accepted policies and practices. For example, senior positions, to the maximum extent feasible, are expected to be filled by promoting personnel already on duty. Outside recruitment at and above the GS-11 level is usually limited to scientific, technical, and other categories of employees whom the Agency cannot produce, at least in sufficient numbers, by recruiting and developing young officers. Also, non-professional employees elevated to professional positions must be considered fully qualified to perform the duties of such positions.

### b. The Present Status of CIA's Professional Staff

Long-standing personnel practices in virtually all of the Career Services have brought about three disturbing results which show up clearly when the composition of each Service's professional staff is analyzed:

- (1) a visible "deficit" of professional employees (i.e., GS-9 and above), often quite large, counter-balanced in almost all cases by a "surplus" of employees below the professional level;
- (2) an imbalance in the age distribution of professionals; and

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- (3) a continuing adverse trend in both these conditions during at least the past five years.

25X9 The "deficit" of [ ] professionals which existed 31 October 1963 was not the result of sudden developments. Nor was it concentrated in a few recently expanded components; for, without exception, on that date every Career Service with 20 or more "professional" positions had fewer employees GS-9 and above than it had positions at those grades. Ignoring the newer components such as NPIC and DD/S&T which have not had time to staff themselves properly, "deficits" ranged from about 5% in the SA Career Service to 29% in OCR, with the Agency average at about 17%.

The age distribution of professionals shown in TAB D is paralleled fairly closely in each of the major Career Services. The "hump" represented by a high concentration of employees in the 35-49 year age group, and the "valley" of employees in the "30-34" and especially the "under 30" age groups, spell real trouble in years ahead for Services which do not act promptly to reduce these imbalances. The problem is particularly acute in Services where continuity of experience, orderly professional advancement, and extensive in-service training are important.

25X9 As noted earlier, these professional "deficits" and age imbalances are not of recent origin. Even more important, as TAB's B and C indicate, staffing practices in recent years have continued to aggravate the situation rather than improve it. For example, in the 12 months just ended 30 September 1963, CIA had a net increase in staff personnel of [ ]. But during this period, the number of professional employees (i.e., GS-9 and above) expanded only 355 and those in the grade group GS-9 through 12 only 138. At the same time, the GS-11's actually sustained a net loss of 9!

Somehow, the true nature of the foregoing situation has apparently been obscured within Career Services. They have been informed regularly of differences between their planned requirements and the actual composition of their Services. Also, their professional attrition experience has remained predictably stable (see TAB F). Yet neither the actual input of young officers nor pending requests for professional recruitment appear to recognize adequately the Agency's problem in this area. Perhaps our obsession in matching on-duty strength against ceiling, without analyzing the composition of on-duty strength, has been a major factor in clouding the issue. In any case, the time is at hand for a thorough review.

c. Professional Deficit - Fact of Fancy?

Before any figures purporting to represent professional staffing "deficits" can be accepted, they must be subjected to at least two tests:

- (1) are existing professional (i.e., GS-9 and above) staffing requirements valid?
- (2) are there employees with the potential to fill these requirements already on duty in grades below GS-9, whose advancement in due course can be expected to cover the deficits?

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On 15 October 1963 the Comptroller asked Deputy Directors to examine their T/O's; align them with current ceilings; and, in effect, revalidate them. This exercise is still in process but present indications are that it will result in very few changes affecting professional slots. Therefore, the position authorizations shown in TAB A, upon which this paper bases estimates of professional "deficits", appear reasonably accurate for our purposes. A few people may still want to argue that T/O grades are sometimes inflated to provide more middle-level positions (GS-9 through 12) than needed and, hence, the practice of hiring "surplus" employees at lower grades may represent realism in the face of such inflation. But the fact remains that no action is in prospect to "deflate" such T/O's. On the contrary, Deputy Directors and Operating Officials are expected to reaffirm their validity.

Results from the second test are more difficult to evaluate. The contention is often heard that large numbers of employees below the GS-9 level actually have professional skills and, therefore, most of the "paper deficit" in professionals really doesn't exist, because these individuals will quickly move up to cover it. Unfortunately, the "hard facts" concerning the professional potential of junior personnel now on duty are simply not at hand. Nor can we be confident that such subjective data are really attainable. However, we do have collateral evidence highly useful in this respect. We know, for instance, that during the 5 years ending 30 June 1963, the number of employees in the GS-9 through 12 grade group actually shrank 458 (TAB B) and that it's now "statistically" possible to promote every one of the  GS-8's in the Agency to GS-9 and still have promotion head room for 500 more (TAB E).

Yet Career Services have been making such promotions very sparingly. For example, the total numbers of employees (minus Communications personnel) promoted to GS-9 during recent years were:

FY '60 -	<input type="text"/>	FY '62 -	<input type="text"/>
FY '61 -	<input type="text"/>	FY '63 -	<input type="text"/>

Thus, Career Services have been telling us by their consistent actions that, regardless of occasional individual assertions to the contrary, the Agency's staff of employees below the GS-9 level does not contain large enough numbers of potential professionals to offer any prospect of covering our "professional deficit." Sure, we can argue that things will get better next year. But if experience is any guide, they won't improve very much until our staffing practices change. We won't make any substantial inroads on the professional "deficit" until we begin hiring more professionally qualified employees.

d. Courses of Action

(1) Long-term Action

Although some recent improvement, particularly in statistical reporting, can be noted, the Agency must continue to strive to improve its manpower planning machinery so that accurate long-range forecasts of requirements can be used to guide the hiring, training, and development of adequate numbers of the right kinds of people to meet future professional needs. This is an exceedingly difficult task but also an



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increasingly important one, made all the more so by: (a) large current professional "deficits" coupled with (b) imbalances in the age distribution of professionals which in a few years will bring about abnormally high losses.

(2) Immediate Action

Even before more accurate methods can be developed to compute, by numbers and types, the personnel required to meet current and anticipated professional needs, some immediate adjustments in our staffing program must be made. At a minimum, past trends must be reversed and the more acute aspects of this problem rectified.

With the latter in mind, major components have been asked to update their estimates for young officers to be brought into the Agency through a sustained annual recruitment and training program. Revised estimates for the year beginning 1 January 1964 are shown below:

DD/S&T . . . . . 10

DD/P . . . . . 90

DD/I . . . . . 55

ORR . . . . . 20

OBI . . . . . 2

NPIC . . . . . 2

ONE . . . . . 1

OCI . . . . . 12

FDD . . . . . 6

. . . . . 3

OO/C . . . . . 4

OCR . . . . . 4

DD/I . . . . . 1

DD/S . . . . . 65

Personnel . . . . 10

Logistics . . . . 10

Security . . . . 10

Gen'l Adm . . . . 25

Finance . . . . 10

Allowance for attrition. . . 5

TOTAL  225

An immediate increase in young officers was considered the soundest attack on professional staffing problems because:

- (a) most (about 2/3) of the professional "deficit" is concentrated in the GS-9 through 12 grade group,

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- (b) a sharp increase in young officers will correct the more serious imbalances in professional age patterns, and
- (c) hiring more young officers is the best way to curtail the hiring of "surplus" numbers of clerks and other junior personnel who "encumber" professional positions.

The move to increase young officers should be accompanied, of course, by (a) an intensified assessment of the professional potential of junior employees already on duty, and (b) continued outside recruitment of key specialists and other individuals whose creative talents and competence will strengthen the Agency and help meet "deficits" in the middle and upper grades. But the heart of our efforts must be the young officers.

### (3) How to Proceed

In considering ways to induct more young officers each year, the obvious advantages of the JOT/Program for this purpose suggest themselves. The procedures, the machinery, and the experience already there can easily be expanded to include substantially larger numbers of trainees. Much more importantly, however, the highly competitive selection processes applied to JOT's, their broad foundation of training, and their careful early management ought to be extended to all young officers who are expected to form the career core of the Agency's professional staff.

Some modifications in present JOT procedure would very likely have to be made to support an enlarged program. For example, future JOT's would probably have to be selected against specific Career Service requirements and identified with a Service at time of hire. Career Service Heads will no doubt need to be brought more directly into decisions concerning testing methods and selection standards and procedures. However, these are matters easy to handle and in no way reduce the appeal of the JOT/Program as the ideal mechanism for inducting more young officers into the Agency.

### e. Administrative Considerations

The impact of an expanded JOT/Program will fall most heavily on the Office of Training. Therefore, its views, as well as those of other Offices supporting the Program, were solicited. They were asked how an increase in the annual level of the JOT/Program from 150 to 225, beginning in 1964, would affect their operations. Responses are reflected below:

#### Office of Personnel

Recruitment and induction operations are geared to the Agency's over-all T/O's, ceiling, and attrition rates. Since the proposed JOT increase is relatively small and in any case would be offset by decreases in other types of recruits, it would have no significant effect on current operations. The present staff could handle it easily.

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Office of Security

Essentially same response as Personnel.

Medical Staff

Response similar to Personnel and Security except that, if present psychiatric standards and psychological assessment procedures are extended to all new JOT's, the Medical Staff will need:

- (1) an additional \$2,500 in FY '65 for psychiatric consultant fees, and
- (2) three additional members of the A&E Staff --  
1 psychologist, 2 test administrators.

Office of Training

Response stressed importance of maintaining: present levels of formal training for JOT's; and also present duration of the Program which, including on-the-job training, extends about 18 months for most JOT's. To accomplish both these objectives with an annual input of 225 trainees beginning in FY '65, OTR says it has sufficient physical facilities but will need:

- (1) JOT/P Ceiling increases of 75 in FY '65 and an additional 35 in FY '66, raising the present ceiling of 215 to 290 for FY '65 and 325 for FY '66.

- (2) Staff increases in FY '65 of 10-12 as indicated:

OFC Staff - 4 instructors and 2 clerks

Intell School - 2 to 4 instructors

JOT/P - 1 training officer and 1 clerk

- (3) Budget increases over present levels as shown:

FY '65

additional JOT salaries	\$525,000
additional staff and other costs	<u>162,500</u>
TOTAL	\$687,500

FY '66 and succeeding years

additional JOT salaries	\$785,000
additional staff and other costs	<u>162,500</u>
TOTAL	\$947,500

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7. CONCLUSIONS

a. While all the facts one might prefer are not at hand, it is clear that:

- (1) the Agency has a substantial deficit in professional staff members, especially in the GS-9 through 12 grade group;
- (2) there is a pronounced imbalance in the age distribution of Agency professionals, as evidenced by a high concentration of those 35-49 years of age and a marked shortage of those under 35; and
- (3) both these conditions reflect long-standing practices which in recent years have grown worse, not better.

b. It is likewise clear that substantial improvements are needed in our development and use of effective manpower planning machinery. Pending these, some immediate action even in this period of tight personnel ceilings is in order to rectify the more acute aspects of our professional staffing imbalances. The most constructive form such action can take is an immediate increase in young officers. And the most efficient way to induct them is through the JOT/Program.

c. To permit an immediate expansion of the JOT/Program, major components are prepared to "subscribe to" an increase in yearly JOT input from 150 to 225, beginning in July 1964.

d. The DD/S Offices concerned with the JOT/Program can, with present staff and facilities, support an annual input of 225, except: (1) the Office of Training will require 10-12 more instructors and clerks for this purpose, and (2) the Medical Staff will need 3 additional employees in the A&E unit if present psychological assessment procedures are extended to all new JOT's. Decisions regarding these staff increases can and should be made as soon as the new level for the JOT/Program is established.

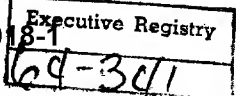
e. Decisions must also be made with respect to budget and ceiling allotments for the JOT/Program. These must either be raised to cover the increased numbers of JOT's hired each year; or, if compelling circumstances make this impossible, the average length of each trainee's stay in the Program must be shortened (by transfer to an appropriate component immediately on completion of formal training) so that the present annual budget and ceiling for 215 will support a larger flow of JOT's.

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DD / S E - I S T R Y  
 PERSONNEL 15-  
 FILED 15 JAN 1964

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : JOT Trainee Requirements - FY 1964 and FY 1965

REFERENCE : Action Memorandum, A-330 (Para. 4)

1. This memorandum submits a recommendation for your approval; this recommendation is contained in paragraph 3

2. Paragraph 4 of Action Memorandum A-330 instructed the Manpower Control Officer to meet with representatives of the Offices of Personnel and Training to determine the minimum JOT requirements for FY 1964 and FY 1965 and further to identify the resulting adjustment in JOT ceiling and dollar costs.

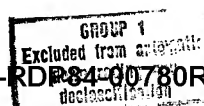
3. On the 8th of January, the Director of Budget, Program Analysis and Manpower and the Manpower Control Officer met with the Directors of Training and Personnel and certain members of their Staffs to review the JOT situation as it now exists and the impact upon the Agency of reductions in the size of the program. Although the Office of Personnel has under consideration a paper recommending a substantial increase in the JOT Program during FY 1965 and FY 1966, it was agreed that for the purposes of this examination, the discussion would be limited to the immediate situation relating JOT input requirements to the needs for new professional personnel, primarily by the DD/P in the foreseeable future. Recommendations on the Office of Personnel paper concerning the input of young professional officers in CIA are to be deferred until a more thorough examination can be made of the conclusions of the study.

4. The facts concerning the JOT Program at the moment are as follows:

a. A ceiling of 215 has been allocated to the JOT Program which represents no change over their previous FY 1964 or FY 1965 levels.

b. There are currently charged to the JOT ceiling 230 individuals of whom 24 have completed their training and have been, for some time, assigned to units within the DD/P.

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c. The Assistant DD/P has withdrawn personnel actions which were in process to place the 34 JOT graduates against DD/P ceiling.

d. The DD/P representative at the 8 January meeting stated that the Clandestine Services could accept no more JOTs for the remainder of FY 1964.

e. Up to now, the practice has been to introduce a new JOT class each January and July of 75 students.

f. Commitments for the July 1964 class to date total 36 of whom 18 are military JOTs returning to duty, 16 are new-hires on whom commitments have been made and 2 are internal transfers from other components of the Agency.

g. In addition to these 36 identified students for the July 1964 class, the Office of Training has under serious consideration, and in various stages of processing, 28 additional potential candidates from outside the Agency of whom approximately 1/2 can be expected to enter on duty with CIA.

h. Until the recent implementation of reduced personnel strength authorizations, the Clandestine Services - the primary customer for JOTs - had levied a requirement of 90 JOTs a year on the Office of Training. It is against this quota which O/TR has determined the magnitude of the Agency's JOT Program. Thus, the 215 JOT ceiling has been derived through a requirement of 90 a year for the DD/P with each JOT remaining on O/TR rolls approximately 18 months resulting in a ceiling allocation of 180 to fulfill DD/P requirements alone and the remaining 35 to fulfill all other Agency JOT needs.

*Wrong!*  
*Just*

i. JOT inputs do not represent an actual increase in the strength of operating components until some two years after their entrance into the training program. Therefore, the impact of any cutback in the JOT Program now would have no significant effect on the strengths of the components of the Clandestine Services until July 1966.

j. During the last few years, a major effort has been made to develop contacts and relationships with key

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-3-

university faculty members to elicit their support in the recruitment of outstanding college graduates for the JOT Program. Desirable JOT candidates often have been motivated toward employment with CIA through the endorsement of the program by these university officials.

5. The Office of Personnel estimates the annual professional recruitment requirement of CIA at an average of 600 individuals a year just to offset attrition losses. Many of these, of course, are technically and scientifically trained individuals who would rarely be recruited through the JOT Program. However, some Offices, particularly in the DD/I and the DD/S, which have not participated to any great extent in the JOT Program in the past have indicated a desire for a larger input of professional personnel through this Program. The allocation of a JOT ceiling of 215 against a total professional requirement of 600 a year represents a reasonable allocation to this source of recruitment.

6. Notwithstanding the temporary situation wherein the Agency on-duty strength exceeds its authorized strength, it would be illusive and self-defeating to impose any portion of the reduction on the program designed to provide the nucleus of trained intelligence personnel in CIA three, five or ten years in the future. Any reductions in the JOT input could have only a very small impact on the on-duty strength situation existing as of today. However, a firmer Agency policy invoking directed assignments of JOTs at the completion of their training is required and Deputy Directors should be instructed to plan their long-term recruitment accordingly. Deputy Directors, Office, Division and Staff Chiefs should be directed to impose an even more stringent compliance with the Agency retirement and selection-out policies and regulations including the application of   as appropriate. It is illogical to refuse entrance-on-duty to a number of outstanding college graduates while at the same time permitting the retention on the rolls of individuals whose contribution to the Agency mission has waned or become obsolete.

7. JOT present levels, coupled with operational requirements for training are allegedly taxing the Office of Training clandestine training facilities. A short run reduction of JOT levels may have some residual benefit to this situation. However, our review of the training requirement does not support a recommendation to reduce the JOT requirement at this time.

8. The JOT rolls should reflect the true JOT strength. The 34 individuals who have completed training and are de facto DD/P



-4-

employees should be treated as prior "commitments" on the part of the DD/P and temporary waiver extended to the DD/P to permit assignment of these employees to the DD/P and charged to their ceiling. Withholding authority for the DD/P to pick up these individuals merely distorts the statistical reporting records of the Agency and serves no useful purpose since over-all Agency strength is not affected either way. The DD/P should also be encouraged to increase the number of currently qualified CS personnel placed into upcoming classes of the JOT Program. Such action, if operationally possible, could reduce the need to recruit JOTs externally over say the next year. This approach applied to all Agency components would maximize training without concomitant increases in on-duty personnel and is consistent with the productivity principles laid down by the White House.

9. It is recommended that the Executive Director-Comptroller:

a. Authorize a JOT ceiling of 215 for FY 1964 and FY 1965.

b. Authorize a July 1964 class of 75.

c. Instruct that advanced planning for the January 1965 class of JOTs should be undertaken in concert with the Deputy Directors and that a report be made to the Executive Director-Comptroller on the number and source of JOTs planned for this class and proposed disposition of the graduating classes against the ceilings of the four Deputy Directorates.

d. Instruct the Deputy Director (Plans) and the Director of Personnel to transfer from the JOT rolls immediately those JOTs whose training has been completed and on whom actions have been temporarily suspended.

e. Instruct the Director of Personnel, in concert with the Manpower Control Officer, to develop for the review of the Executive Director-Comptroller a policy proposal which will provide for directed assignment of JOTs upon completion of their training and for priority use of the JOT program as the Agency prime recruitment source for all Directorates.

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JOHN M. CLARKE  
Director of Budget,  
Program Analysis and  
Manpower

Approved:

17 JAN 1964

Signed: Lyman J. Kirkpatrick  
Executive Director-Comptroller      Date

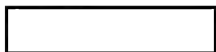
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3 February 1964

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Attached is another memorandum from John Clarke dated 29 January 1964 on the subject of the JOT Program. This memorandum seems related to the others which I forwarded to you earlier.

Will you please do the necessary follow-up or take whatever action is required of DD/S in this and the other two memoranda and brief Colonel White on where we stand with the expanded JOT Program.

VT  
VRT

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FILE

29 JAN 1964

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT : JOT Requirements - FY 1964 and FY 1965

REFERENCE : Memorandum for: Executive Director-Comptroller,  
From: Director, Budget, Program Analysis and  
Manpower, Subject: JOT Requirements - FY 1964  
and FY 1965, dated 15 January 1964 (copy attached)

1. The Executive Director-Comptroller has established a JOT ceiling of 215 for the remainder of FY 1964 and FY 1965. He has also approved a July 1964 class consisting of 75 students.

2. Although a specific size for the January 1965 class has not been prescribed, the Executive Director-Comptroller has instructed that a report be prepared by the Director of Training as soon as possible setting forth the number and sources (internal/external) of JOTs planned for this class. The report should include the anticipated distribution of the January 1964, July 1964 and January 1965 graduating classes to each of the four Deputy Directorates.

3. With respect to the 34 JOTs who have completed their training and for whom personnel actions had been initiated to transfer them to DD/P rolls, the Executive Director has instructed that these be consummated immediately notwithstanding the over-ceiling situation in the DD/P.

4. Lastly, Mr. Kirkpatrick wishes to review the need for an Agency policy providing for directed assignment of JOTs to the various components of the Agency as well as the advisability of expanding the JOT program to serve as the prime recruitment source for all Directorates. The recent paper prepared by the Director of Personnel dealing with the long-range recruitment of young officers and which is now being reviewed by this office appears to set forth the Director of Personnel's views on the use of the JOT program as a recruitment source for the whole Agency. I have asked Mr. [redacted] to work with the Director of Personnel in the development of a policy proposal for the directed assignment of JOTs upon completion of their training.

cc: Director of Personnel  
Director of Training

[redacted]  
JOHN M. CLARKE  
Director of Budget,  
Program Analysis and  
Manpower

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downgrading and  
declassification

Executive Registry
100-341

15 JAN 1964

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : JOT Trainee Requirements - FY 1964 and FY 1965

REFERENCE : Action Memorandum, A-330 (Para. 4)

1. This memorandum submits a recommendation for your approval; this recommendation is contained in paragraph 9.

2. Paragraph 4 of Action Memorandum A-330 instructed the Manpower Control Officer to meet with representatives of the Offices of Personnel and Training to determine the minimum JOT requirements for FY 1964 and FY 1965 and further to identify the resulting adjustment in JOT ceiling and dollar costs.

3. On the 8th of January, the Director of Budget, Program Analysis and Manpower and the Manpower Control Officer met with the Directors of Training and Personnel and certain members of their Staffs to review the JOT situation as it now exists and the impact upon the Agency of reductions in the size of the program. Although the Office of Personnel has under consideration a paper recommending a substantial increase in the JOT Program during FY 1965 and FY 1966, it was agreed that for the purposes of this examination, the discussion would be limited to the immediate situation relating JOT input requirements to the needs for new professional personnel, primarily by the DD/P, in the foreseeable future. Recommendations on the Office of Personnel paper concerning the input of young professional officers in CIA are to be deferred until a more thorough examination can be made of the conclusions of the study.

4. The facts concerning the JOT Program at the moment are as follows:

a. A ceiling of 215 has been allocated to the JOT Program which represents no change over their previous FY 1964 or FY 1963 levels.

b. There are currently charged to the JOT ceiling 230 individuals of whom 34 have completed their training and have been, for some time, assigned to units within the DD/P.

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GROUP 1 Excluded from automatic downgrading and declassification
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c. The Assistant DD/P has withdrawn personnel actions which were in process to place the 34 JOT graduates against DD/P ceiling.

d. The DD/P representative at the 8 January meeting stated that the Clandestine Services could accept no more JOTs for the remainder of FY 1964.

e. Up to now, the practice has been to introduce a new JOT class each January and July of 75 students.

f. Commitments for the July 1964 class to date total 36 of whom 18 are military JOTs returning to duty, 16 are new-hires on whom commitments have been made and 2 are internal transfers from other components of the Agency.

g. In addition to these 36 identified students for the July 1964 class, the Office of Training has under serious consideration, and in various stages of processing, 88 additional potential candidates from outside the Agency of whom approximately 1/2 can be expected to enter on duty with CIA.

h. Until the recent implementation of reduced personnel strength authorizations, the Clandestine Services - the primary customer for JOTs - had levied a requirement of 90 JOTs a year on the Office of Training. It is against this quota which O/TR has determined the magnitude of the Agency's JOT Program. Thus, the 215 JOT ceiling has been derived through a requirement of 90 a year for the DD/P with each JOT remaining on O/TR rolls approximately 18 months, resulting in a ceiling allocation of 180 to fulfill DD/P requirements alone and the remaining 35 to fulfill all other Agency JOT needs.

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JOHN M. CLARKE  
Director of Budget,  
Program Analysis and  
Manpower

Approved:

Executive Director-Comptroller

Date

17 Jan. 1964



3 February 1964

Mr. 

Attached is John Clarke's memorandum approved by the Executive Director-Comptroller dated 15 January 1964 which among other things establishes a ceiling for the JOT Program of 215. It also requires in paragraph 9e. the development by the Director of Personnel and the Manpower Control Officer of a policy proposal for consideration by the Executive Director-Comptroller. This proposal will provide for directed assignment of JOT's upon completion of their training and for priority use of the JOT Program as the Agency prime recruitment source for all Directorates.

Also attached is the  study of the recruitment of young officers. Colonel White's transmittal letter dated 13 January 1964 submitted that study to the Deputy Director. Statements by the Executive Director-Comptroller and the Director of Personnel to obtain the views of the components concerned regarding the  study and if there is concurrence there is DDCI approval to proceed with a recruitment level of 225 JOT's effective 1 July 1964. Please note that the request for increased ceiling contained in paragraph 4b. of Colonel White's memorandum was not approved. It appears that a recruitment level of 225 will require a sizeable increase in JOT ceiling.

Colonel White requests that you check with John Clarke on all these papers and then, in coordination with the Director of Training and the Director of Personnel, to come up with a statement of actions necessary to implement the increased JOT Program. In this regard please note paragraph 4c. of Colonel White's memorandum to the DDCI which requires a report by 1 March 1964 detailing plans of the Offices of Personnel, Security and Training and the Medical Staff for implementing the increased JOT Program.

VRT

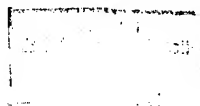
Atts

Distribution:

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